

How to Discover Business and Stakeholder Requirements

Instructor-Led, Web-Delivered Duration 2 Sessions

Overview

It is very early in your project. How will you, the business system analyst, and the business subject matter experts (SMEs) determine what the system should do when you are finished? There are many people involved, each with different expectations and needs. How can you deal with these difficulties, gather reasonable requirements quickly, and not waste the effort?

This training workshop offers techniques for determining how to gather, capture, elicit (whatever you want to call it) business requirements from subject matter experts. Whether you are preparing for a 1-on-1 interview or creating an email survey to get requirements, you will find a useful, proven set of techniques and tricks for identifying problems and gathering requirements, organizing the answers and checking the completeness of the results. You will learn how to identify the events and responses that focuses on the business needs or goals for the system. Business requirement statements ultimately define what the solution has to do. Capturing critical business requirements is the primary goal of during early project phases.

Target Audience

Business Analysts	Requirements Analysts
Business Mangers	Subject Matter Experts
Business Systems Analysts	Systems Analysts
Developers	Technical Analysts
End Users	
Project Leaders	

Learning Objectives

Upon completion of this seminar, you will . . .

- Manage questions and open items lists
- Identify the value of good requirements
- Creates requirements during “analysis by walking around”
- Develop and process surveys
- Prepare, perform and follow up requirements interviews
- Use 10 critical requirements questions to guide the requirements capture process
- Evaluate a management vision statement
- Contrast the pros and cons of prototyping for requirements
- Write business requirements that solve business problems
- Create business event/response tables
- Develop requirements based on business events and responses

Developed and presented by:



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1 Introduction to Requirements Elicitation

Who Needs Requirements, Anyway?

- The Fate Chart
- A Question File
- Exercise: A Problem with Language
- Exercise: Initial Requirement Statements

2 Interviewing Techniques for Business Analysts

Who Do You Talk to about What?

- Identifying Stakeholders
- Using an Org chart
- Exercise: Stakeholder Identification

Interviewing Techniques

- Exercise: Characteristics of a "Good" Interviewer
- Interviewing Steps
 - Plan for the Interview
 - Perform the Interview
 - Follow Up the Interview
- Exercise: Interviewing: Some Other Ideas
- Exercise: Using Interviewing Techniques
- Email Interviews 10 Steps
- Exercise: Face-to-Face Interview versus Email Interview

Analysis by Walking Around (Site Visits)

- Exercise: Analysis by Walking Around (site visits)
- Walking Around Notational Technique

Requirements Elicitation Critical Questions

- Critical Questions
- Applying the 10 Critical Questions

3 Extracting Requirements from Existing Documentation

Document Analysis

- System Vision
- WasteTheWaist "Vision Statement" from CEO
- Exercise: From Vision to Requirement Statements
- Vision Statement Evaluation
- Exercise: Structured Vision Statement

Using Surveys to Elicit Requirements

- The Delphi Technique (Survey)
- The Delphi Technique

Considering Prototyping

- Prototyping and Requirements
- Four Levels of Prototyping
- Prototyping & Ten Critical Questions

4 Business Problem Analysis

Problem Definition

- Defining the Real Problem
 - Exercise: Problem Identification
 - Aristotelian Problem/Symptom Reduction
 - Rewriting a Problem Statement
- Getting Written Problem Statements
 - Exercise: Aristotelian Problem Symptom Reduction
- Exercise (cont.): Problem Statements
- From Problems to Requirements
 - Exercise: Getting Requirements from Problems

5 Event-based Requirements Elicitation

Business Event/Response Analysis

- Business Events and Responses
 - Business Events Defined
 - Business Event Naming Convention
 - Defining Business Events
 - Exercise: Finding Business Events
- Identifying Project Scope
 - Exercise: Confirming Project Scope
- Determining Event Responses
 - Event Response Naming Convention
 - Exercise: Documenting Business Events
 - Exercise: Event/Response Table (v 1.0)
- Understanding Triggers
 - Non-Triggered Events
 - Scheduled Events
 - Exercise: Adding Event Triggers
- Exercise: Event/Response Table (v 1.1)
- Additional Event/Response Information
 - Event/Response Table (v 1.2)